

**BEST AVAILABLE COPY**

**EXHIBIT C**

VOLUME 4, NO. 4

SEPTEMBER 1999

# Six Sigma Taking Hold at Ontario Power Generation.

Story on page 6



GE Power Systems

# note

September 1999

GE Power Systems customers are feeling Six Sigma. In the last issue of Quality we highlighted customers' New York Power Authority and Wisconsin Electric. This month, we continue the series, featuring Ontario Power Generation in Canada.

An expanded Viewpoint column takes the place of Sizing In in this issue. It introduces the newest member of the Power Systems family, GE Energy Products Europe. Managing Director Didier Forget and Quality Manager Kent Hobbs share their news on Quality's role in the integration of the former Alstom France.

Another Quality highlight: stable operations — an important new GE initiative to ensure that customers truly feel Six Sigma.

Bells on the Way spotlights Bob Nicholls, former Nuclear Energy Master Black Belt who now is a senior vice president and COO in GE Capital's Financial Assurance operation.

We want to hear your reactions to Quality magazine which, like Six Sigma, is constantly evolving and, we hope, improving.



Dennis Murphy, Editor

Please submit your story ideas or comments in writing to the editor via e-mail at MurphyD.PSSCA.PS.GE.COM



Mailing address:  
GE Power Systems  
Building 37, Room 566  
One River Road  
Schenectady, NY 12345  
518-386-9318  
8\* 235-9318  
Fax: 518-386-3821

INSIDE

# Quality



## 3 Newly Acquired Gas Turbine Business Becomes Part of GE Family

## 6 Ontario Power Generation Becomes a Six Sigma Believer

## 10 Quality Puts Bob Nicholls on Fast Track

## 11 Stable Operations Accelerates Six Sigma Customer Impact

## 12 Businesses Get Results with Stable Operations

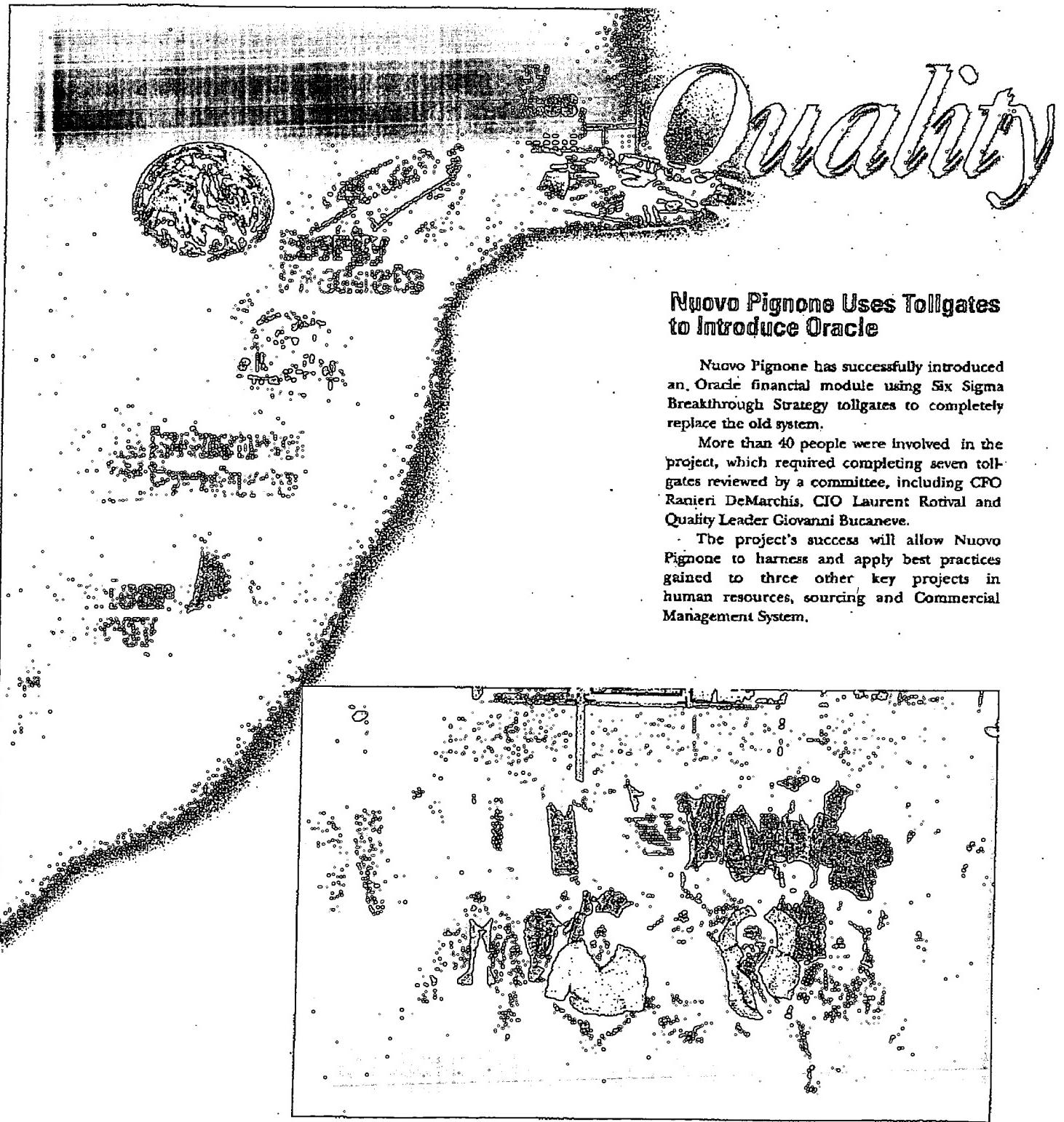
## 14 Quality Across the Business

*On the cover: Nuclear fuel elements are inspected prior to final assembly by fuel inspectors Rob Cory, left, Ontario Power Generation, and Michael Towns, GE Canada Nuclear Products. GE Canada has been providing OPG with fuel and fuel-handling equipment for more than 40 years. The two companies are using Six Sigma to improve GE's manufacturing processes, which in turn has strengthened their relationship.*

## SIX SIGMA SATIRE JOHN MCPHERSON



Road Map To Customer Impact Instructor  
Jeff Brown's trip to his next seminar  
is riddled with irony.



## Nuovo Pignone Uses Tollgates to Introduce Oracle

Nuovo Pignone has successfully introduced an Oracle financial module using Six Sigma Breakthrough Strategy tollgates to completely replace the old system.

More than 40 people were involved in the project, which required completing seven tollgates reviewed by a committee, including CFO Ranieri DeMarchis, CIO Laurent Rotival and Quality Leader Giovanni Bucaneve.

The project's success will allow Nuovo Pignone to harness and apply best practices gained to three other key projects in human resources, sourcing and Commercial Management System.

*Nuovo Pignone's Oracle Finance team utilized Six Sigma tools and strong senior management support to implement a new financial program companywide.*

# across the business

## Nuclear Energy Project Results in Customer Kudos

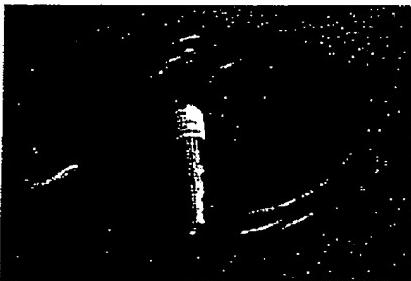
A Six Sigma project to improve the quality of engineering analysis documentation won the project competition for Greatest Benefit to the Customer at GE Nuclear Energy's recent Quality rally and has resulted in the development of a functional manager checklist (FMCL), a key CTQ for Nuclear Energy and its customers.

This new checklist has received favorable comments from several Nuclear Energy customers and has contributed to a greater than 50 percent reduction in the number of customer audits of the services business in 1999.

According to Nuclear Energy customer Commonwealth Edison Company, "The multiple quality improvement initiatives, and specifically, functional manager checklists, are a strength of GE Nuclear Energy." This comment represents a dramatic change in ComEd's perception of Nuclear Energy's engineering documentation quality. ComEd has even suggested to some of its other vendors that they emulate the FMCL process for the work they supply to ComEd.

## Website Hit Results in EMS Win

While surfing the web looking for tools to help solve a UV sensor reliability problem, engineers at Trojan Technologies Inc., London, Ontario, Canada, the world leader in wastewater UV sterilization systems, happened upon GE Reuter-Stokes' home page. The UV flame sensor product description they found there prompted an e-mail inquiry, triggering a rapid new product introduction for Trojan and leading to the development of several prototype units in only 40 days.



*GE Reuter-Stokes' UV sensor, shown here, caught the attention of engineers at Trojan Industries during a search of the Web.*

The technical success of these prototypes, and the incredible speed with which they were delivered, won GE Reuter-Stokes an order from Trojan for 50 more units for a pilot test program. Extensive use of Design for Six Sigma tools, especially Quality Function Deployment, brought Trojan Technologies' engineers, quality assurance, purchasing, field service and senior management together with the GE Reuter-Stokes team.

Understanding customer CTQs helped Reuter-Stokes execute a design that passed a battery of product qualification tests the first time. The first pilot test program units were shipped on-schedule, and discussions are under way to define a closer, more contractual business relationship with the customer.

GE Reuter-Stokes' reputation for high-quality sensors, extensive use of Six Sigma tools, and speed of response to customer requests promises more orders in the coming years.

## Energy Services Goes On Line with E-Newsletter

GE Energy Services has introduced a new bi-monthly, on-line employee newsletter to provide timely, valuable information about Energy Services' business around the world.

The newsletter will help promote employee communication by featuring articles on Energy Services employees in the field, at headquarters and at customer locations worldwide.

A Six Sigma section highlights Quality successes. Other parts of the newsletter focus on service successes, new business acquisitions, energy solutions and technology offerings, customer wins and employee-related news of interest.

Readers can click on underlined web-text links for more information about specific topics. Archived editions can be accessed at <http://web1.gepage.com/gs/index.htm> and printed versions are made available to field employees lacking consistent email/network access. ♦

*Energy Services' premier edition of its newsletter went on line in August.*

**This Page is Inserted by IFW Indexing and Scanning  
Operations and is not part of the Official Record**

## **BEST AVAILABLE IMAGES**

Defective images within this document are accurate representations of the original documents submitted by the applicant.

Defects in the images include but are not limited to the items checked:

- BLACK BORDERS**
- IMAGE CUT OFF AT TOP, BOTTOM OR SIDES**
- FADED TEXT OR DRAWING**
- BLURRED OR ILLEGIBLE TEXT OR DRAWING**
- SKEWED/SLANTED IMAGES**
- COLOR OR BLACK AND WHITE PHOTOGRAPHS**
- GRAY SCALE DOCUMENTS**
- LINES OR MARKS ON ORIGINAL DOCUMENT**
- REFERENCE(S) OR EXHIBIT(S) SUBMITTED ARE POOR QUALITY**
- OTHER:** \_\_\_\_\_

**IMAGES ARE BEST AVAILABLE COPY.**

As rescanning these documents will not correct the image problems checked, please do not report these problems to the IFW Image Problem Mailbox.